



**MIDWESTERN STATE UNIVERSITY**  
**A Member of the Texas Tech University System**

**Course Syllabus: Instructional Improvement and Staff Development**  
**EDLE 5743 Section DX1**  
**Fall 2022: Aug 22-Dec 2**  
**Midwestern State University**  
**Gordon T. & Ellen West College of Education**

**Contact Information**

**Instructor:** Dr. Stephanie Zamora Robles

**Office:** Bridwell 212

**Office hours:** Mon and Wed: 1 PM-2 PM, Tues: 11 AM-1 PM, and Th: 11 AM-12 PM

**Office Phone:** (940) 397-8984

**E-mail:** [stephanie.robles@msutexas.edu](mailto:stephanie.robles@msutexas.edu)

**Instructor Response Policy**

The best way to contact me is through email. I usually respond quickly. You can expect a response within 24 hours; however, it could be a little longer on weekends or holidays.

**I. Course Description:**

Students will study how organizational leaders can support and improve excellence in classroom instruction for a diverse student population. Conferencing skills, observation techniques, evaluation techniques, peer coaching, classroom management, staff development, individual decision-making, and developmental supervision are some of the concepts to be examined.

**Mission**

Our mission, as a community of learners, is to prepare successful, reflective professionals through the use of best practice.

**Beliefs**

The West College of Education believes that learning changes both individuals and society. Developing resiliency and tolerance enhances an individual's potential. Through education, the individual becomes a critical thinker and an effective problem solver. Individuals with a cause beyond self, contribute to an informed, democratic, and synergistic society. Our faculty continually strives to establish a reflective and collaborative community to enhance the potential of both the learner and society.

## II. Course Learning Objectives and Expectations

### Course Learning Objectives:

1. The candidate will differentiate between traditional and dynamic schools.
2. The candidate will evaluate and articulate supervisory beliefs and personal supervisory styles.
3. The candidate will define and apply developmental and clinical supervision knowledge and skills to improve instruction.
4. The candidate will develop and plan effective professional development based upon the instructional needs of teachers.

### Student Learning Objectives:

1. Students will discuss and identify elements of traditional and dynamic schools.
2. Students will learn how their own interpersonal behaviors affect individuals as well as groups of people and identify ranges of interpersonal behaviors to enhance change-oriented relationships.
3. Students will design a professional development program to support teachers based on their instructional needs.
4. Students will develop professional development based on the needs of teachers to improve instruction for a diverse student body.

### Disclaimer

EDLE 5743 is a course assigned to the Master of Education in Educational Leadership without principal certification.

### Course Expectations

The Master of Education degree with a major in Educational Leadership prepares students for school leadership roles. The program provides opportunities for students to learn and apply knowledge, skills, and dispositions set forth in the following standards and competencies.

### National Educational Leadership Preparation (NELP) standards. (A list of additional standards is located in the Appendix).

NELP 1.1: Collaboratively evaluate, develop, and communicate a school mission and vision designed to reflect a core set of values and priorities that include data use, technology, equity, diversity, digital citizenship, and community.

NELP 1.2: Lead improvement processes that include data use, design, implementation, and evaluation

NELP 2.1: Program completers understand and demonstrate the capacity to reflect on, communicate about, cultivate, and model professional dispositions and norms (i.e., fairness, integrity, transparency, trust, digital citizenship, collaboration, perseverance, reflection, lifelong learning) that support the educational success and well-being of each student and adult.

NELP 4.1: Understands and can demonstrate the capacity to evaluate, develop and implement high quality, technology rich curricula, programs, and other supports for academic and non-academic student programs.

NELP 7.2: Develop and engage staff in a collaborative professional culture designed to promote school improvement, teacher retention, and the success and well-being of each student and adult in the school.

NELP 7.3: Understands and has the capacity to personally engage in, as well as collaboratively engage school staff in, professional learning designed to promote reflection, cultural responsiveness, distributed leadership, digital literacy, school improvement, and student success.

NELP 7.4: Understands and has the capacity to evaluate, develop, and implement systems of supervision, support, and evaluation designed to promote school improvement and student success.

## **ISTE Educational Leader Standards**

*3.1. Equity and Citizenship Advocate Leaders use technology to increase equity, inclusion, and digital citizenship practices. Education leaders:*

- 3.1.a. Ensure all students have skilled teachers who actively use technology to meet student learning needs.
- 3.1.b. Ensure all students have access to the technology and connectivity necessary to participate in authentic and engaging learning opportunities.
- 3.1.c. Model digital citizenship by critically evaluating online resources, engaging in civil discourse online and using digital tools to contribute to positive social change.
- 3.1.d. Cultivate responsible online behavior, including the safe, ethical and legal use of technology.

*3.2. Visionary Planner Leaders engage others in establishing a vision, strategic plan and ongoing evaluation cycle for transforming learning with technology. Education leaders:*

- 3.2.a. Engage education stakeholders in developing and adopting a shared vision for using technology to improve student success, informed by the learning sciences.
- 3.2.b. Build on the shared vision by collaboratively creating a strategic plan that articulates how technology will be used to enhance learning.
- 3.2.c. Evaluate progress on the strategic plan, make course corrections, measure impact and scale effective approaches for using technology to transform learning.
- 3.2.d. Communicate effectively with stakeholders to gather input on the plan, celebrate successes and engage in a continuous improvement cycle.
- 3.2.e. Share lessons learned, best practices, challenges and the impact of learning with technology with other education

*3.3. Empowering Leader leaders who want to learn from this work. Leaders create a culture where teachers and learners are empowered to use technology in innovative ways to enrich teaching and learning. Education leaders:*

- 3.3.a. Empower educators to exercise professional agency, build teacher leadership skills and pursue personalized professional learning.
- 3.3.b. Build the confidence and competency of educators to put the ISTE Standards for Students and Educators into practice.
- 3.3.c. Inspire a culture of innovation and collaboration that allows the time and space to explore and experiment with digital tools.
- 3.3.d. Support educators in using technology to advance learning that meets the diverse learning, cultural, and social emotional needs of individual students.

- 3.3.e. Develop learning assessments that provide a personalized, actionable view of student progress in real time.

3.4. Systems Designer Leaders build teams and systems to implement, sustain, and continually improve the use of technology to support learning. Education leaders:

- 3.4.a. Lead teams to collaboratively establish robust infrastructure and systems needed to implement the strategic plan.
- 3.4.b. Ensure that resources for supporting the effective use of technology for learning are sufficient and scalable to meet future demand.
- 3.4.c. Protect privacy and security by ensuring that students and staff observe effective privacy and data management policies.
- 3.4.d. Establish partnerships that support the strategic vision, achieve learning priorities and improve operations.

3.5. Connected Learner Leaders model and promote continuous professional learning for themselves and others. Education leaders:

- 3.5.a. Set goals to remain current on emerging technologies for learning, innovations in pedagogy and advancements in the learning sciences.
- 3.5.b. Participate regularly in online professional learning networks to collaboratively learn with and mentor other professionals.
- 3.5.c. Use technology to regularly engage in reflective practices that support personal and professional growth.
- 3.5.d. Develop the skills needed to lead and navigate change, advance systems and promote a mindset of continuous improvement for how technology can improve learning.

### **III. Course Attendance, Assignments, and Activities**

#### **1. Attendance and Participation**

This course requires students' active participation. Class attendance is expected to be regular and interactive when students are taking an online course. Candidates are encouraged to contact the professor if they are unable to participate in a class discussion.

Candidates are expected to participate actively in all online discussions and to demonstrate interest and proficiency in the topics and material covered in the readings and discussions.

Students are expected to check their email at least once a day when taking a face-to-face course or an online course. It is imperative to continue open communication in an online course.

#### **2. Assignments**

Each candidate is required to complete all assignments designated for this course in the allotted time. Late assignments will receive 80% of the original available points. Assignments are to be completed according to the guidelines. All assignments must also be completed in substantial form meeting APA requirements to receive an 'A' in the course.

### 3. Activities

There are several activities that must be completed for each module. The activities play an important role in preparing you for the key assessments.

#### IV. Evaluation and Assessments (Grading)

Assignments	Points
Introductions- Discussion Post	10
SuperVision for Successful Schools	10
Characteristics of Schools	10
Examining School Environment	10
Educational Beliefs, Teaching, and Supervision	10
Adults as Learners- Professional Development for 1 <sup>st</sup> Year Teachers	10
Supervisory Approaches Chart	10
360 Degree Feedback	10
Developmental Supervision Decisions	10
Designing Evaluation	10
The Marginally Effective Employee- <u>Discussion Post</u>	10
Dysfunctional Group Member- <u>Discussion Post</u>	10
Documenting Instruction (Texas Teacher Evaluation and Support System (TTESS) (Discussion Post)	30
Curriculum Development Conceptual Map	10
Strengthening Relationships with Families and Communities	10
<b>*Key Assessment: Walkthrough Observation and Feedback</b>	<b>40</b>
<b>*Key Assessment: Professional Development Map</b>	<b>40</b>
<b>*Final Project (Key Assessment): Instructional Improvement Plan including Professional Development Map</b>	<b>50</b>
<b>Total Points</b>	<b>300</b>

Total points for final grade.

Grade	Points
A	270-300
B	240-269
C	210-239
D	108-209
F	0-179

#### V. Tentative Course Outline/Calendar:

The course outline can be found in the D2L material.

#### VI. Required Textbook & Instructional Materials

Glickman, C., Gordon, S. & Ross-Gordon, J. (2018). *Supervision and instructional leadership: A developmental approach (10th ed.)*. New York: Pearson. ISBN: 9780134449890

Kemerer, F., & Crain, J. (2016). *Texas documentation handbook: Appraisal, nonrenewal, termination. (6th ed.)*. Texas School Administrators' Legal Digest. ISBN: 978-0-9852527-5-5

## VIII. Other Policy Information

**Online Etiquette:** It is expected that students use formal, professional language when corresponding online. It is expected that you use complete sentences, follow the code of ethics and standard practices for Texas educators, and treat all members of the class with respect.

**Diversity:** It is my intent to present material and activities that are respectful of diversity. It is also my intent that students from all perspectives and diverse backgrounds be well-served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that students bring to this class be viewed as a resource, strength, and benefit. Your suggestions about how to improve the value of diversity in this course are encouraged and appreciated.

**Confidentiality:** Upholding confidentiality is a major responsibility of the student. Anything discussed during class, online in this class, or shared by individual students about themselves is considered confidential. Please do not share any information shared to you by other students.

**Academic Dishonesty:** Students at Midwestern State University are an essential part of the academic community and enjoy substantial freedom within the framework of the educational objectives of the institution. The freedom necessary for learning in a community so rich in diversity and achieving success toward our educational objectives requires high standards of academic integrity. Academic dishonesty has no place in an institution of advanced learning. It is each student's responsibility to know what constitutes academic dishonesty and to seek clarification directly from the instructor if necessary. Examples of academic dishonesty include, but are not limited to:

Submission of an assignment as the student's original work that is entirely or partly the work of another person.

Failure to appropriately cite references from published or unpublished works or print/non-print materials, including work found on the World Wide Web.

Observing or assisting another student's work.

Multiple Submission - Submitting a substantial portion or the entire same work (including oral presentations) for credit in different classes without permission or knowledge of the instructor.

### Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable

accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to Disability Support Services.

### **Students with Disabilities:**

Any student who, because of a disability, may require special arrangements in order to meet the course requirements should contact the instructor as soon as possible to make necessary arrangements. Students must present appropriate verification from the University's Disability Support Services (DSS) Office during the instructor's office hours. Please note that instructors are not allowed to provide classroom accommodation(s) to a student until appropriate verification from DSS has been provided.

**Late Work:** All papers and assignments must be turned in the day they are due. **No exceptions.** If you have an emergency, please let me know in advance, and/or email me your assignment the same day it is due. Please begin planning your semester schedule accordingly.

### **Projects Required**

EDLE 5683 has three assessments that must be uploaded to TK20 for Texas Principal Certification candidates.

### **Extra Credit**

No extra credit will be given for this course.

### **Important Dates**

Last day for term schedule changes: Aug 23-26

Deadline to file for graduation: Oct 4 for May graduates

Last Day to drop with a grade of "W": Oct 25

Refer to: [Drops, Withdrawals & Void](#)

### **Desire-to-Learn (D2L)**

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

### **Change of Schedule**

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a

100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

### **Refund and Repayment Policy**

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exists in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

### **Campus Carry Rules/Policies**

Refer to: [Campus Carry Rules and Policies](#)

### **Smoking/Tobacco Policy**

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

### **Alcohol and Drug Policy**

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

### **Grade Appeal Process**

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [Undergraduate Catalog](#)

### **Notice**

Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.



## References

- Glickman, C., Gordon, S. & Ross-Gordon, J. (2018). *Supervision and instructional leadership: A developmental approach (10th ed.)*. New York: Pearson. ISBN: 9780134449890
- Hord, S. M., Stiegelbauer, S.M., Hall, G.E., and George, A. A. (2013). *Measuring implementation in schools: Innovation configurations*. Austin, TX: SEDL
- International Society for Technology in Education (ISTE). (2022). *ISTE Standards for education leaders*. Retrieved from <https://www.iste.org/standards/iste-standards-for-education-leaders>
- Kemerer, F., & Crain, J. (2016). *Texas documentation handbook: Appraisal, nonrenewal, termination. (6th ed.)*. Texas School Administrators' Legal Digest. ISBN: 978-0-9852527-5-5
- National Policy Board for Education Administration. (2015). *Professional standards for education leaders*. Reston, VA: Author.
- NPBEA. (2018). National Educational Leadership Preparation (NELP) Program Standards - Building Level. Retrieved from: [www.npbea.org](http://www.npbea.org).
- Texas Education Agency. (2018, Dec). *Chapter 241. Certifications as principal*. Retrieved from <https://tea.texas.gov/sites/default/files/ch241a.pdf>

## Appendix

### National Educational Leadership Preparation (NELP) Program Standards – Building Level

#### Standard 1: Mission, Vision, and Improvement

Candidates who successfully complete a building-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and well-being of each student and adult by applying the knowledge, skills, and commitments necessary to collaboratively lead, design, and implement a school mission, vision, and process for continuous improvement that reflects a core set of values and priorities that include data use, technology, equity, diversity, digital citizenship, and community.

Component 1.1 Program completers understand and demonstrate the capacity to collaboratively evaluate, develop, and communicate a school mission and vision designed to reflect a core set of values and priorities that include data use, technology, equity, diversity, digital citizenship, and community.

Component 1.2 Program completers understand and demonstrate the capacity to lead improvement processes that include data use, design, implementation, and evaluation.

#### Standard 2: Ethics and Professional Norms

Candidates who successfully complete a building-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and well-being of each student and adult by applying the knowledge, skills, and commitments necessary to understand and demonstrate the capacity to advocate for ethical decisions and cultivate and enact professional norms.

Component 2.1 Program completers understand and demonstrate the capacity to reflect on, communicate about, cultivate, and model professional dispositions and norms (i.e., fairness, integrity, transparency, trust, digital citizenship, collaboration, perseverance, reflection, lifelong learning) that support the educational success and well-being of each student and adult.

Component 2.2 Program completers understand and demonstrate the capacity to evaluate, communicate about, and advocate for ethical and legal decisions.

Component 2.3 Program completers understand and demonstrate the capacity to model ethical behavior in their personal conduct and relationships and to cultivate ethical behavior in others.

#### Standard 3: Equity, Inclusiveness, and Cultural Responsiveness

Candidates who successfully complete a building-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and well-being of each student and adult by applying the knowledge, skills, and commitments necessary to develop and maintain a supportive, equitable, culturally responsive, and inclusive school culture.

Component 3.1 Program completers understand and demonstrate the capacity to use data to evaluate, design, cultivate, and advocate for a supportive and inclusive school culture.

Component 3.2 Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for equitable access to educational resources, technologies, and opportunities that support the educational success and well-being of each student.

Component 3.3 Program completers understand and demonstrate the capacity to evaluate, cultivate, and advocate for equitable, inclusive, and culturally responsive instruction and behavior support practices among teachers and staff.

#### Standard 4: Learning and Instruction

Candidates who successfully complete a building-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and well-being of each student and adult by applying the knowledge, skills, and commitments necessary to evaluate, develop, and implement coherent systems of curriculum, instruction, data systems, supports, and assessment.

Component 4.1 Program completers understand and can demonstrate the capacity to evaluate, develop, and implement high-quality, technology-rich curricula programs and other supports for academic and non-academic student programs.

Component 4.2 Program completers understand and can demonstrate the capacity to evaluate, develop, and implement high-quality and equitable academic and non-academic instructional practices, resources, technologies, and services that support equity, digital literacy, and the school's academic and non-academic systems.

Component 4.3 Program completers understand and can demonstrate the capacity to evaluate, develop, and implement formal and informal culturally responsive and accessible assessments that support data-informed instructional improvement and student learning and well-being.

Component 4.4 Program completers understand and demonstrate the capacity to collaboratively evaluate, develop, and implement the school's curriculum, instruction, technology, data systems, and assessment practices in a coherent, equitable, and systematic manner.

#### Standard 5: Community and External Leadership

Candidates who successfully complete a building-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and well-being of each student and adult by applying the knowledge, skills, and commitments necessary to engage families, community, and school personnel in order to strengthen student learning, support school improvement, and advocate for the needs of their school and community.

Component 5.1 Program completers understand and demonstrate the capacity to collaboratively engage diverse families in strengthening student learning in and out of school.

Component 5.2 Program completers understand and demonstrate the capacity to collaboratively engage and cultivate relationships with diverse community members, partners, and other constituencies for the benefit of school improvement and student development.

Component 5.3 Program completers understand and demonstrate the capacity to communicate through oral, written, and digital means within the larger organizational, community, and political contexts when advocating for the needs of their school and community.

#### Standard 6: Operations and Management

Candidates who successfully complete a building-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and well-being of each student and adult by applying the knowledge, skills, and commitments necessary to improve management, communication, technology, school-level governance, and operation systems to develop and improve data-informed and equitable school resource plans and to apply laws, policies, and regulations.

Component 6.1 Program completers understand and demonstrate the capacity to evaluate, develop, and implement management, communication, technology, school-level governance, and operation systems that support each student's learning needs and promote the mission and vision of the school.

Component 6.2 Program completers understand and demonstrate the capacity to evaluate, develop, and advocate for a data-informed and equitable resourcing plan that supports school improvement and student development.

Component 6.3 Program completers understand and demonstrate the capacity to reflectively evaluate, communicate about, and implement laws, rights, policies, and regulations to promote student and adult success and well-being.

#### Standard 7: Building Professional Capacity

Candidates who successfully complete a building-level educational leadership preparation program understand and demonstrate the capacity to promote the current and future success and well-being of each student and adult by applying the knowledge, skills, and commitments necessary to build the school's professional capacity, engage staff in the development of a collaborative professional culture, and improve systems of staff supervision, evaluation, support, and professional learning.

Component 7.1 Program completers understand and have the capacity to collaboratively develop the school's professional capacity through engagement in recruiting, selecting, and hiring staff.

Component 7.2 Program completers understand and have the capacity to develop and engage staff in a collaborative professional culture designed to promote school improvement, teacher retention, and the success and well-being of each student and adult in the school.

Component 7.3 Program completers understand and have the capacity to personally engage in, as well as collaboratively engage school staff in, professional learning designed to promote reflection, cultural responsiveness, distributed leadership, digital literacy, school improvement, and student success.

Component 7.4 Program completers understand and have the capacity to evaluate, develop, and implement systems of supervision, support, and evaluation designed to promote school improvement and student success.

Standard 8: Internship Candidates successfully complete an internship under the supervision of knowledgeable, expert practitioners that engages candidates in multiple and diverse school settings and provides candidates with coherent, authentic, and sustained opportunities to synthesize and apply the knowledge and skills identified in NELP standards 1–7 in ways that approximate the full range of responsibilities required of building-level leaders and enable them to promote the current and future success and well-being of each student and adult in their school.

Component 8.1 Candidates are provided a variety of coherent, authentic field and/or clinical internship experiences within multiple school environments that afford opportunities to interact with stakeholders, synthesize and apply the content knowledge, and develop and refine the professional skills articulated in each of the components included in NELP building-level program standards 1–7.

Component 8.2 Candidates are provided a minimum of six months of concentrated (10–15 hours per week) internship or clinical experiences that include authentic leadership activities within a school setting.

Component 8.3 Candidates are provided a mentor who has demonstrated effectiveness as an educational leader within a building setting; is present for a significant portion of the internship; is selected collaboratively by the intern, a representative of the school and/or district, and program faculty; and has received training from the supervising institution.

Appendix B

Objectives, Activities, Assessments and Standards Alignment Chart

Course Learning Objectives:	Student Learning Objectives:	Activities, Assessments, Standards
The candidate will differentiate between traditional and dynamic schools.	Students will discuss and identify elements of traditional and dynamic schools.	Examining School Environment <i>NELP 1.2, 2.1, 4.1, 7.2</i> Characteristics of Schools <i>ISTE 3.3A, B, C, D, E</i> Strengthening Relationships with Families and Communities <i>NELP 1.2, 2.1, 4.1, 7.2, ISTE 3.2A, B,C,D,E</i>
The candidate will evaluate and articulate supervisory beliefs and personal supervisory styles.	Students will learn how their own interpersonal behaviors affect individuals as well as groups of people and identify ranges of interpersonal behaviors to enhance change-oriented relationships.	360 Degree Feedback <i>ISTE 3.5A, B, C, D</i> Supervisory Approaches Chart Developmental Supervision Decisions <i>NELP 2.1</i> The Marginally Effective Employee
The candidate will define and apply developmental and clinical supervision knowledge and skills to improve instruction.	Students will design a professional development program to support teachers based on their instructional needs.	Key Assessment: Walkthrough Observation <i>NELP 4.1, 7.4</i> Educational Beliefs, Teaching, and Supervision <i>NELP 2.1</i> Designing Evaluation <i>ISTE 3.3A, B, C, D</i> Dysfunctional Group Member Curriculum Development Conceptual Map Documenting Instruction PD for 1 <sup>st</sup> year teachers <i>NELP 4.1, 7.4, ISTE 3.1A,B,C,D</i>
The candidate will develop and plan effective professional development based on the instructional needs of teachers.	Students will develop professional development based on the needs of teachers to improve instruction for a diverse student body.	Key Assessments- Innovation Configuration Map <i>EDLE Comp 005B, 006A, 006B, 009B, NELP 2.1, 7.3, 7.4</i> Instructional Imp and PD Plan <i>NELP 1.1, 1.2, 2.1, 7.2, 7.3</i> Adults as Learners-1 <sup>st</sup> Year Teachers <i>NELP 7.3, 7.4</i>